

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

DOT5018 – ORGANISATIONAL THEORY

(All sections / Groups)

05 MARCH 2018
09.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **NINE** (9) pages with 3 sections.
2. Answers for Section **A** and **B** should be shaded on the OMR sheet provided.
3. For Section **C**: Write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS. (TOTAL 40 MARKS). Answer ALL questions. Answers should be shaded on the OMR sheet.

1. Which is **NOT** part of value creation cycle?

- A. Obtain resources.
- B. Discover the core competencies.
- C. Analyse the competitive advantage.
- D. Gain access to global inputs.

A plan to use and develop core competences so that the organisation not only can protect and enlarge its existing domain but can also expand into new domains.

2. The statement above best describe _____.

- A. corporate level strategy
- B. global expansion strategy
- C. business level strategy
- D. functional level strategy

3. Which of the following **BEST** describe conglomerate?

- A. Unrelated diversification.
- B. Related diversification.
- C. Vertical integration.
- D. Economies of scale are being exploited to the maximum.

4. Which of the following is **NOT** the way to implement strategy across countries?

- A. Multidomestic.
- B. Merger.
- C. Global.
- D. Transnational.

5. _____ could lower the global cost structure.

- A. Global matrix structure
- B. Decentralise structure
- C. Standardise structure
- D. Differentiation structure

Continued...

6. Which of the following structure requires highest coordination?
- A. Global strategy.
 - B. International strategy.
 - C. Multidomestic strategy.
 - D. Transnational strategy.
7. Which of the following is **NOT** the characteristic of differentiation strategy?
- A. Complex structure.
 - B. Decentralised.
 - C. High differentiation.
 - D. Low integration.
8. _____ is a plan whereby an organisation produces high priced, quality products aimed at particular market segments.
- A. Focus strategy
 - B. Differentiation strategy
 - C. High-cost strategy
 - D. Global expansion strategy
9. Which of the following **BEST** describe technology at departmental level?
- A. Personal skills, knowledge and competencies.
 - B. Conversions inputs into outputs.
 - C. Goal setting
 - D. Techniques that work out to perform work and create value.
10. At departmental level, technology exist in the form of _____.
- A. personal skills
 - B. competencies
 - C. conversion
 - D. procedures
11. _____ exist when conversion process can be programmed in advance and fully automated.
- A. Low complexity
 - B. High complexity
 - C. Programmed technology
 - D. Technical complexity

Continued...

12. _____ is the degree to which search activity is needed to solve a problem.
- A. Task variability
 - B. Task analysability
 - C. Task force
 - D. Task specialisation
13. Which is **NOT** the types of technology under Charles Perrow Theory?
- A. Repeat production.
 - B. Routine manufacturing.
 - C. Non-routine research.
 - D. Engineering production.
14. Technology which consists of innovations in materials and in knowledge that change the work process of traditional mass-production organisations. This statement best describe _____.
- A. advanced manufacturing technology
 - B. materials technology
 - C. fixed workers
 - D. computer aided design
15. _____ is a technology characterised by a work process in which input, conversion, and output can be performed independently of one another.
- A. Mediating technology
 - B. Long-linked technology
 - C. Continuous – process technology
 - D. Supply chain
16. Which of the following is **NOT** the forces of change?
- A. Competitive.
 - B. Complexity.
 - C. Economy.
 - D. Demographic.
17. Which of the following is **NOT** the individual level resistance to change?
- A. Power of conflict.
 - B. Uncertainty.
 - C. Perception.
 - D. Habit.

Continued...

18. _____ is a type of change that is sudden, drastic, and broadly focused.
- A. Evolutionary change
 - B. Development change
 - C. Revolutionary change
 - D. Contingency change
19. Employees who have acquired and developed the skills to perform any of the tasks necessary for assembling a range of finished goods. This statement best explain _____.
- A. flexible workers
 - B. contingency workers
 - C. full-time workers
 - D. temporary workers
20. _____ is the process by which managers redesign how tasks are bundled into roles and functions to improve organisational effectiveness.
- A. Reengineering
 - B. Restructuring
 - C. Reorganising
 - D. Multitasking
21. _____ is the process by which managers streamline the organisational hierarchy and lay off managers and workers to reduce bureaucratic costs.
- A. Differentiation
 - B. Integration
 - C. Downsizing
 - D. Restructuring
22. Which is **NOT** the purpose of innovation?
- A. Develop new goods and services.
 - B. Develop new production.
 - C. Develop sub-division.
 - D. Develop new market segments.
23. The first step in change process under Lewin is to _____.
- A. unfreeze
 - B. unlearn
 - C. refreeze
 - D. change

Continued...

24. _____: A series of techniques and methods that managers can use in their action research program to increase the adaptability of their organisation.
- A. Organisational change
 - B. Organisational development
 - C. Organisational production
 - D. Organisational structure
25. Which of the following is **NOT** the OD techniques to deal with resistance to change?
- A. Education.
 - B. Facilitation.
 - C. Manipulation.
 - D. Enforcement.
26. In _____ stage in organisational life cycle, entrepreneurs take advantage of opportunities to use their skills and competences to create value.
- A. organisational growth
 - B. organisational death
 - C. organisational decline
 - D. organisational birth
27. Which organisational life cycle stage that is associated with creation skills and competencies?
- A. organisational birth.
 - B. organisational growth.
 - C. organisational decline.
 - D. organisational death.
28. _____ explains the factors that affect the rate at which new organisations are born (and die) in a population of existing organisations.
- A. Population Ecology Theory
 - B. Institutional Theory of Organisational Growth
 - C. Greiner's Model of Organisational Growth
 - D. Weitzel and Jonsson's Model of Organisational Decline
29. Which of the following is **NOT** the reason of birthrate tappers off?
- A. Fewer resources.
 - B. First mover advantages.
 - C. Competition.
 - D. Uncertainty environment.

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30. _____ are forces inside an organisation that make it resistant to change.
- A. Organisational inertia
 - B. Organisational isomorphism
 - C. Organisational change
 - D. Organisational collaboration
31. Which of the followings is **NOT** the process that explain why organisations become similar?
- A. Coercive Isomorphism.
 - B. Mimetic Isomorphism.
 - C. Crisis Isomorphism.
 - D. Normative Isomorphism
32. Which **BEST** explains repetitive and routines decision making?
- A. Programmed decision making.
 - B. Non-programmed decision making.
 - C. Predictable decision making.
 - D. Unstructured decision making.
33. Which of the followings is **NOT** the model of organisational decision making?
- A. The Rational Model.
 - B. The Carnegie Model.
 - C. The Programmed Model.
 - D. The Unstructured Model
34. _____ is the process through which managers seek to improve organisation members' desire and ability to understand and manage the organisation and its environment.
- A. Organisational change
 - B. Organisational learning
 - C. Organisational theory
 - D. Organisational decision making
35. The levels of organisational learning starts with _____.
- A. group
 - B. competitor
 - C. individual
 - D. leader

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36. Which of the followings is **NOT** the factors affecting organisational learning?
- A. Facilities and amenities.
 - B. Frequency and representatives.
 - C. Cognitive biases.
 - D. Cognitive dissonance.
37. Which of the followings is **NOT** the strategies to improve decision making and learning?
- A. Listening to dissenters.
 - B. Converting events into learning opportunities.
 - C. Experimenting.
 - D. Gaming.
38. _____ is a type of IT which enabled organisational relationship that has important implications for both organisational learning and decision making.
- A. Knowledge management
 - B. Data collection
 - C. Information resources
 - D. Digital library
39. Which of the following work **BEST** when problems are simple and require minimal coordination among top management team?
- A. Wheel configuration.
 - B. Circle configuration.
 - C. Devil's advocate.
 - D. Dialectical inquiry.
40. _____ is one of basic game type that improve decision making and organisational learning in an organisation.
- A. Simultaneous
 - B. System
 - C. Structured
 - D. Synchronised

[TOTAL 40 MARKS]

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SECTION B: TRUE/FALSE (TOTAL 10 MARKS). Answer ALL questions. Answers should be shaded on the OMR sheet. Mark A for TRUE statement and B for FALSE statement.

41. A competitor can easily imitate an organisation's structure and is very easy to imitate their culture.
42. Differentiators must develop values of innovation, quality, excellence, and uniqueness.
43. Programmed technology: A technology in which the procedures for converting inputs into outputs can be specified in advance
44. Joan Woodward identified 10 levels of technical complexity that are associated with three types of production technology: small-batch, large-batch and mass production technology, continuous-process technology
45. An organisation can improve the value that its functions create by changing its structure, culture, and environment.
46. Change efforts directed at technological capabilities are intended to give an organisation the capacity to change itself in order to exploit market opportunities
47. A new organisation is fragile because it lacks a formal structure.
48. Strong organisations die because they cannot adapt their procedures to fit changes in the environment.
49. Top management team is not responsible on improving organisational learning.
50. The garbage-can model is a view of decision making that takes the unstructured process to the extreme.

[TOTAL 10 MARKS]

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SECTION C: STRUCTURED QUESTIONS (TOTAL 50 MARKS). Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

- a. Explain the **FOUR (4)** levels of strategy at organisational levels. (8 Marks)
- b. Differentiate related-diversification and unrelated-diversification. (4 Marks)
- c. List **THREE (3)** sources of competencies. (3 Marks)

QUESTION 2

- a. Define technology. (2 Marks)
- b. State the **THREE (3)** types of technology according to James D. Thompson. (3 Marks)
- c. Briefly explain Just in Time and its **FOUR (4)** inventory system. (10 Marks)

QUESTION 3

- a. What is organisational change and state its targets of change? (6 Marks)
- b. Define what is organisational life cycle is and explain the **FOUR (4)** principal stages. (10 Marks)
- c. Differentiate between specialist and generalist strategy in Population Ecology Model. (4 Marks)

[TOTAL 50 MARKS]

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